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17 August 1967

MEMORANDUM FOR: Director of Training

FROM : Chief, Career Training Program

SUBJECT : Inspector General's Survey of the CT Program

REFERENCE : Memo dated 14 July 67 from Executive Director-
Comptroller to DD/S, same subject

1. In paragraph 1 of the reference Colonel White requested additional comment on the IG's Recommendation No. 2, that DTR improve CT counseling. In view of this request, and our recent notification that you will discuss this subject next week with Colonel White and the Deputy Directors, I offer the following comments.

2. As background, let me refer to two earlier papers:

- a. My first reactions to the IG recommendations were expressed in a memo to you on 8 May 1967. Attached (Tab A) is a copy of the portion of that memo which dealt with Recommendation No. 2, concerning counseling.
- b. In early July we discussed the Director's interest in the IG Report and his wish that procedures be established for more effective monitoring and counseling of CT's during their early years in the Agency. On 14 July 1967 I gave you a memo proposing steps to accomplish that objective (copy attached, Tab B). I still believe that the joint Directorate-CTP approach suggested therein is valid; and furthermore, its functioning could be assisted materially by the new Task Force proposed by OMS/A&E Staff which will examine the experience and performance of CT's following their "graduation" from the Program.

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3. We now have had 3½ months of experience with the more frequent visits of CTP officers to [REDACTED], a period during which an OFC, OC and SOC were in session. I am persuaded that this increased communication has helped materially to keep trainee problems to a minimum. We have no statistical proof, but we know that the period since 1 May has been relatively trouble-free, and we know that timely discussion has headed off a few problems before they could "snowball" and become troublesome. Our collective experience indicates that frequent visitation is particularly important during the running of the OFC, and during the last few weeks of the CT's stay at [REDACTED]. These are the periods when trainees are likely

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to be most "edgy" and to need some extra time with their advisors. We propose to continue our more frequent visits and will pay particular attention to the more critical periods. I believe this increase in communication satisfies to a very large extent the objectives of the recommendation for the period while the CT is in the Program.

4. I believe an important further step has been taken in providing, in the revised training schedule, a week for systematic review and consultation on and with each CT after completion of the first twelve weeks of training. Here is a period in which counseling will have very definite focus and significance, and we plan to make full use of it as we assess with each CT his experience and performance to date.

5. Related to paragraph 4, above, we plan to develop further the practice of calling upon experienced operating personnel in DD/I, DD/S and DD/P to provide additional information and counseling, as needed, on an individual case basis. The instances are few, but they sometimes arise, in which a CT may need some depth of discussion beyond that afforded by the training program or the regular CT-Advisor communication. In such cases we normally seek assistance from the appropriate operating area; the change will be our expanded use of this method of strengthening the counseling function.

6. In summary:

- a. We are doing a better job of counseling in the Program by keeping in closer touch with CT's while they are at [REDACTED]
- b. The designation of Directorate counselors can be very helpful, particularly in coordination with Program officers.
- c. The CTP staff and the A&E Staff Task Force can work together constructively to accomplish a needed follow-up and validation function with respect to CT graduates.
- d. We are taking additional action to strengthen counseling as outlined in paragraphs 4 and 5 above.

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8 May 1967

MEMORANDUM FOR: Director of Training
FROM : Chief, Career Training Program
SUBJECT : Inspector General's Survey of the Career Training Program, April 1967

Summarized in the following paragraphs are my immediate reactions to Inspector General's observations and recommendations concerning the Program. Additional comments on certain points will be submitted after further study. As a generalization, I am pleased with the constructive tenor of the report and its conclusion that the Program is a success.

P. 12, Rec. #1. Concur; we stand ready to assist in the revision.

P. 13, para. 4ff; p. 16, Rec. #2. I agree with the objective, namely to improve the counseling function, but only in part with the reasons given as to why it is weak, and not with the specific actions recommended to improve it. What the CT wants most is reliable information about what lies ahead for him, particularly the training he will get, the nature and timing of his permanent assignment, and what he may expect in the way of career advancement. The constant process of change which has affected the Program for almost three years has made it well-nigh impossible for any counselor, CT Staff or otherwise, to provide more than temporary or generalized guidance on these matters. We recognize this weakness in the Program and feel that one of the most helpful improvements would be simply more time for informal communication with trainees. A Program Officer/CT ratio of about 1 to 45 makes this very difficult. I question whether the specific actions recommended would help, and there is the danger that they might weaken the counseling function further by diffusing responsibility and bringing too many voices into the act. More specifically:

a. We place three classes of DDI CT's per year, numbering 15 to 20 each, and the placement negotiations for each class are handled by a single officer. The DDI is not a single Career Service area but contains several, each with widely varying requirements and multiple assignment possibilities, and we have found through experience that personalized placement is advantageous to all concerned. Centralizing the procedure in the Admin. Staff might save nine or ten man-days per year of CT Staff time but we would lose in opportunities for individual counseling and in the very beneficial working-level exchange which we now have with the

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receiving Offices. Present placement procedures are working well; to change them as recommended might gain an insignificant time saving but in my opinion would result in a net qualitative loss in the Program.

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b. [redacted] instructors, by virtue of their CS orientation and their training function, are particularly qualified to provide two valuable aspects of counseling to CT's at [redacted] information about the CS career; and advice to individuals about their aptitude and suitability for it. This they are doing very well and I question the wisdom of asking them to take on general Agency career and administrative counseling. The better answer lies in the action already being taken to have Program Officers spend more time with CT's [redacted]

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c. This point is somewhat irrelevant to the counseling function. An earlier career decision would be helpful in some cases and in others might be considered premature or arbitrary. One of the objectives of the initial training period is to provide information, for the individual and the organization, on which to base a meaningful career direction decision. To speed up the process is to run the risk of falling into the "quota system" trap.

d. I agree that it would be generally desirable to have experienced ex-CT's to serve as Program Officers. They would not necessarily be better counselors, however, by virtue of having been through the Program in past years. Interest in and aptitude for our work are the determining factors; a "simpatico" attitude may mean much more than technical competence.

In summary, I think weakness in the counseling function is a direct reflection of the fact that there are too few of us in relation to the many CT's. Two more Program Officers would be the most helpful immediate solution.

P. 20, Rec. #3. Concur.

P. 21, Rec. #4. Concur.

P. 22, Rec. #5. Concur.

P. 23, Rec. #6. Concur in principle; will provide summaries about the composition of classes henceforth, but do not favor disseminating biographic data outside the Headquarters area.

P. 25, Rec. #7. This merely avoids the problem. When agreement has been reached on other actions recommended, specifically the starting salaries for CT's and the length of their training, then we will offer a proposal on promotion policy.

P. 28, Rec. #8. Concur. Action is currently under way.

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